

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND TRAINING ON EMPLOYEE PERFORMANCE AT PERUM BULOG MAKASSAR WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract:

This study aimed to determine the effect of organizational commitment on employee performance. Job training on employee performance. Organizational commitment on job satisfaction. Training on job satisfaction and job satisfaction mediates between organizational commitment and employee performance. Job satisfaction also mediates training on employee performance. The research was conducted at Perum Bulog Makassar. This study used the SEM-Amos analysis tool. The research was carried out in a quantitative study with a sample size of 240 with a sideways purposive method. The empirical findings are that organizational commitment positively and significantly influences employee performance. Training is positive and significant on employee performance. Organizational commitment is positive and significant for job satisfaction. Training is positive and significant for job satisfaction. The influence of organizational commitment on employee performance is indirectly directly mediated by job satisfaction, which is positive and significant. The effect of training on employee performance through job satisfaction is positive and significant.

Keywords: Organizational Commitment, Training, Job Satisfaction, Employee Performance



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INTRODUCTION

Information technology competition forces companies to increase their effectiveness and competitiveness and achieve optimal productivity of their resources. According to Noe et al. (2019), performance management must be able to link employee activities with organizational targets. Human resources in Perum Bulog is one of the most critical factors in employee performance, as the success of the employee training process will result in job satisfaction for Bulog employees.

Organizational commitment significantly improves employee performance and job satisfaction (Grdinovac & Yancey, 2012). Employees with high commitment to the organization tend to stay in the organization. Employees who believe the organization and managers value their work efforts show higher levels of commitment and are more engaged with the organization. More productive and more aware of their job duties. When employees believe that the organization truly

cares about their well-being, employees are more likely to volunteer and contribute to organizational success.

According to Hakim (2014), training is an activity to improve one's work ability concerning economic activity and the training factor. The compensation factor is also one that can affect employee performance. On the compensation factor received by employees. Does it meet employee needs? Training is an essential factor that can be studied scientifically regarding its impact on employee performance. But on the other side. Job satisfaction factors also guarantee these employees' high and low work results. According to Priansa (2018), high job satisfaction will effectively encourage realizing organizational goals. At the same time, low job satisfaction is a threat that will bring destruction or setbacks to the organization. Quickly or slowly

Research by Santika et al. (2019) where the results of his research show that training has a positive effect on employee performance. Compensation has a positive effect on employee job satisfaction. Employee job satisfaction has a positive effect on employee performance, and compensation has a positive effect on employee performance through job satisfaction. With previous research results and the COVID-19 phenomenon that has occurred since last year, it has hit Indonesia, especially the area in Makassar. Causing many workers to lose their jobs or get lower wages due to the reduction in working hours.

Based on this phenomenon and background, the researcher raised "The Influence of Organizational Commitment and Training on Employee Performance at Perum Bulog Makassar with Job Satisfaction as an Intervention Variable."

Thinking Framework and Hypotheses. The research conducted consisted of independent variables and dependent variables where the independent variable or independent variable (X) is

The Organizational Commitment, Training At the same time, the dependent variable or the dependent variable (Y) is Employee Performance as an intervening variable (M) job Satisfaction for the research hypothesis is as follows:

- H1 Organizational Commitment Has a Positive and Significant Effect on Employee Performance
- H2 Training Has a Positive and Significant Effect on Employee Performance
- H3 Organizational Commitment Has a Positive and Significant Effect on Job Satisfaction
- H4 Training Has a Positive and Significant Effect on Job Satisfaction
- H5 Job Satisfaction Mediates the Influence of Organizational Commitment on Employee Performance
- H6 Job Satisfaction Mediates the Effect of Training on Employee Performance.

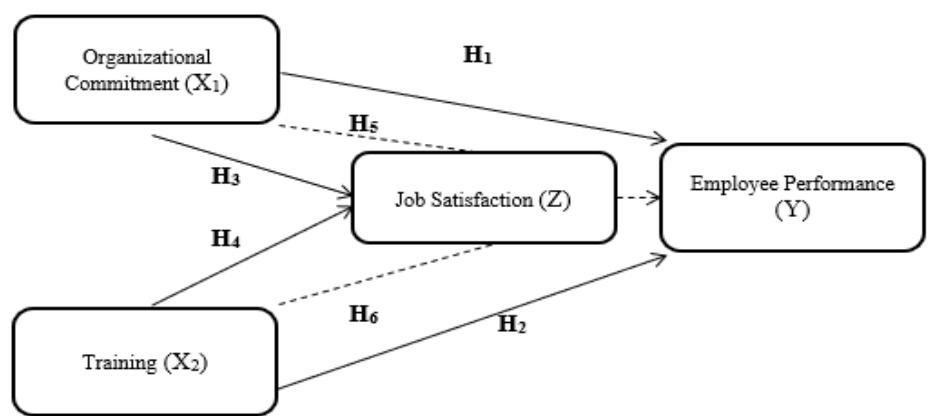


Figure 1. Conceptual Model

METHODS

The research was conducted at Perum Bulog Makassar. This study's independent variables are organizational commitment and training (X1). The dependent variable is employee performance (Y). Furthermore, the intervening variable is work weariness (M). The research uses quantitative and qualitative data approaches and a Likert scale to measure attitudes, opinions, influences, and perceptions of a person or group of people towards social phenomena (Sugiyono, 2016). Determination of the sample is done by purposive sampling, namely the method of selecting a sample to determine the model because of specific considerations. So, the sample is not taken randomly but is determined by the researcher. The sample is part of the number and characteristics of the population (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), the recommended minimum sample size is 5-10 observations for each parameter estimated. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square Method (SEM-PLS). According to Noor (2014), SEM is a statistical technique used to build and test statistical models, usually causal models. This study uses descriptive statistical data analysis and Amosc SEM, an analysis used to develop or predict existing theories. The descriptive method is used to obtain a complete and precise description of the research objectives. In this case, using a Likert scale of 5. Data analysis using Partial Least Square SEM. A study is used to develop or predict an existing theory. Measurement model analysis (Outer Model) includes convergent validity, discriminant validity, and reliability testing. An analysis of the Structural Model (Inner Model) and discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the Amos application.

RESULT AND DISCUSSION

Descriptive Statistics. Researchers will use descriptive analysis techniques to obtain information about the characteristics of the respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from an object of research can be described and understood correctly. Discussion of the characteristics of the respondents in this study will display several aspects of the respondent obtained data from 240 respondents. Male respondents dominate as many as 173 people or 72.08%, and female respondents as many as 67 people or 27.92%. So, the average respondent who filled out the questionnaire was male. It showed that respondents aged 25-30 dominated as many as 80 people, or 33.40%.

Aged 31-40 years, as many as 77 people or 32.14%. Aged 41-50 years, as many as 56 people or 23.44%. And 51 years and over, as many as 26 people or 11.02%. So, the average respondent who filled out the questionnaire was 25-30 years old. Shows that respondents with high school/vocational school education levels dominate as many as 103 people or 42.92%. Diploma education level as many as 33 people or 13.75%. Education level S1, as many as 94 people or as much as 39.17%, and education level S2, as many as 10 people or 4.17%. So, the average respondent who filled out the questionnaire was a high school/vocational high school education level.

Table 1. Characteristics of Respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Male	173	72,08%
	Female	67	27,92%
Age	25-30 years	80	33,40%
	31-40 years	77	32,14%

Level of Education	41-50 years	56	23,44%
	>51 years	26	11,02%
	SMA/SMK	103	42,92%
	Diploma	33	13,75%
	S1	94	39,17%
	S2	10	4,17%

Measurement Model. This study implemented covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Amos software. The measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater than 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 predicted values show that all the values fulfill the criteria of recommended values.

Table 2. Measurement Model

NO	VARIABLES	ITEM	FAKTOR LOADING	AVE	KET
1	Organizations commitment	KO6	0,953	0,884	VALID
		KO4	0,936		VALID
		KO1	0,933		VALID
2	Training	P11	0,950	0,889	VALID
		P10	0,936		VALID
		P3	0,944		VALID
3	Job Satisfaction	KE1	0,944	0,865	VALID
		KE3	0,944		VALID
		KE4	0,903		VALID
4	Employee Performance	KI2	0,959	0,937	VALID
		KI5	0,977		VALID

Structure Model. After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3, H4, H5, H6 were all supported in this study.

Table 3. Direct Relationship

Hipotesis	Estimate	P Value	Information
Organizational commitment → Employee performance	2,160	0,010	Supported
Training → Employee performance	2,780	0,000	Supported
Organizational Commitment → Job Satisfaction	4,280	0,000	Supported
Training → Job satisfaction	3,110	0,000	Supported

Explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables in terms of the strength and direction of the relationship. Regarding path estimation and t-value.

The first hypothesis tests whether Organizational Commitment positively and significantly affects Employee Performance. These results show that the first hypothesis suspects the influence of Organizational Commitment on Employee Performance. SEM calculations produce a value of 2,160 and a p-value of 0.010. These results stated significant value. Because the value is greater than the t-table > 1.96 with a p-value < 0.05, the third hypothesis is supported, which shows that the value of this hypothesis is accepted. It proves that H1: Organizational commitment significantly positively affects the performance of the Makassar Bulog Public Corporation employees.

The second hypothesis tests whether training positively and significantly affects employee performance. From these results, it is stated that the second hypothesis presumes that there is an effect of training on employee performance. SEM calculations produce a value of 2,780 and a p-value of 0.005. These results stated significant value. Because the value is greater than the t-table > 1.96 with a p-value < 0.05, the third hypothesis is supported, which shows that the value of this hypothesis is accepted. It proves that H2: Training positively and significantly affects employee performance at Perum Bulog Makassar.

The third hypothesis tests whether organizational commitment positively and significantly affects job satisfaction. From these results, it is stated that the third hypothesis suspects the influence of organizational commitment on job satisfaction. SEM calculations produce a value of 4,280 and a p-value of 0.000. These results stated significant value. Because the value is greater than the t-table > 1.96 with a p-value < 0.05, the third hypothesis is supported, which shows that the value of this hypothesis is accepted. It proves that H3: Organizational commitment has a positive and significant effect on Job Satisfaction of Perum Bulog Makassar.

The fourth hypothesis gets a different value from the previous hypothesis. The fourth hypothesis tests whether training positively and significantly affects job satisfaction. These results show that the p-value is 0.000 < 0.05 and the value is 3.110 < 1.96, so the fourth hypothesis is unsupported. It suspects that training is negative and significant on job satisfaction. It proves that H4: Training harms job satisfaction at Perum Bulog Makassar.

Table 4. Intervening Impacts

Hipotesis	Estimate	P Value	Information
Organizational commitment → Job Satisfaction → Employee performance	2.550	0,000	Supported
Training → Job Satisfaction Employee performance	2.110	0,000	Supported

Testing the effect of mediation suspects that job satisfaction plays a positive role in mediating the effect of organizational commitment on employee performance. It can be seen from the t-count value of 2.550 > t-table of 1.965. So, job satisfaction influences mediating organizational commitment to the performance of Bulog public housing employees. It proves that H5: Organizational Commitment Has a Positive and Significant Influence on Employee Performance Through Job Satisfaction at Perum Bulog.

Testing the mediation effect this time showed that the effect of training on employee performance mediated by job satisfaction has a positive role. It is because the value of t-count is 2.110 > t-table is 1.965. The condition for being influential is that the t-count value must be greater than the t-table value. So, it was concluded that job satisfaction has an effect in mediating training on the performance of Bulog public housing employees. It shows that H6: Training Has a Positive Effect on Employee Performance Through Job Satisfaction at Perum Bulog Makassar.

CONCLUSION

This study examines and analyzes the effect of organizational commitment and training on employee performance at Perum Bulog Makassar, with job satisfaction as an intervening variable, from formulating the proposed research problem. Then, the data analysis that has been done can draw several conclusions. That is:

1. Organizational commitment has a positive and significant effect on employee performance, so organizational commitment affects the performance of Makassar Bulog Public Housing employees will increase.
2. Training has a positive and significant effect on employee performance, so increased training will increase the performance of Bulog Makassar public housing employees.
3. Organizational commitment has a positive and significant effect on job satisfaction, so if organizational commitment increases, it will increase job satisfaction for Perum Bulog Makassar.
4. Training has a positive and significant effect on job satisfaction, so that job training will increase the work satisfaction of the employees of Perum Bulog Makassar.
5. Organizational commitment has a positive and significant effect on employee performance through job satisfaction as a mediating variable, so the indirect effect mediated by job satisfaction between increased organizational commitment will increase the performance of employees of Perum Bulog Makassar.
6. Training has a positive and significant effect on employee performance through job satisfaction as a mediating variable, so the indirect effect mediated by job satisfaction between increased training will increase the performance of Perum Bulog Makassar employees.

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